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ABSTRACT

The is a restructuring of Syracuse University (New York) in the 1990s case study for the process of institutional restructuring. Sucess was achieved by promoting the process as positive change and making it an opportunity to involve the community in decision making and to renew institutional values and mission, drawing national attention from institutions hoping to emulate the university's success. Chapter 1 begins the process, with a statement of the university's values, mission, and vision. Next, chapter 2 defines the tasks of leadership and discusses personal competence. Chapter 3 deals with interpersonal competence knowing the players, needed skills, dealing with conflict, and motivating others. Chapter 4 discusses group knowledge, purpose, size, functions, and skills. Chapter 5 deals with transforming an organization leading toward renewal, working with the team, and using leadership muscle. Chapter 6 talks about dealing with the public, meeting the press, and fund-raising. Chapter 7 notes lessons learned through hard experience. In the concluding chapter, some do's and don'ts are offered, as well as comments on selecting and training future leaders. Appendixes include copies of the author's newsletter and a few humorous words on maintaining one's sanity. (Some chapters contain notes.) (CH)

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